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Small Unit Leader's Guide to:

The Command Supply Discipline Program

Tactics, Techniques, and Procedures

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Foreword

The Command Supply Discipline Program (CSDP) is a commander's program. This handbook addresses the CSDP every unit must establish and enforce. Leaders must enforce and implement effective programs to ensure resources are being used without fraud, waste, and abuse. This handbook is designed to provide the necessary tools for commanders to successfully address the relationship of good logistical processes and operations achievements which are reached by stressing good supply discipline.

Key Lessons:

- Understanding why CSDP is important.

- Implementing CSDP in the unit—step-by-step.

- Understanding the types of property and establishing accountability for all property.

- Documenting the circumstances concerning the loss, damage, or destruction of government property through the financial liability investigations of property loss.

- Understanding maintenance and supply readiness and how it determines the unit's ability to perform the assigned mission.

The Army has been conducting wartime operations for the last eight years. All resources, whether property, people, or time have become increasingly limited. It is imperative that commanders establish and maintain a CSDP requiring units to be good stewards of the resources provided to them. Executing an effective CSDP will help commanders comply with the Department of the Army's goal to keep safe and preserve Army equipment and resources.

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The content of this handbook has been written and prepared by the professional quartermasters of the Logistics Training Department and the Property Book Technicians (warrant officers) attending the Basic and Advanced Warrant Officer Courses at the U.S. Army Quartermaster School, Fort Lee, VA. Any questions should be directed to the Logistics Training Department via the U.S. Army Quartermaster School Web site.

Chapter 1

Introduction

**Commander's Quick Reference Guide to the
Command Supply Discipline Program**

1. Purpose. Identify key aspects of the Command Supply Discipline Program (CSDP). Commanders must become actively involved in their units to ensure successful development, implementation, and maintenance of the CSDP.

2. Facts. Commanders' time is valuable and finite. Knowing unit logistical aspects allows preservation of their time and increases unit efficiency and cohesion.

    a. Hand receipts. Before signing the primary hand receipt, ensure all property has been accounted and signed for. This includes shortage annexes, maintenance, requisition documents, and sub-hand receipts. The incoming commander will conduct an inventory of property listed on the primary hand receipt within 30 days before assuming command. The inventory will be completed before the new primary hand receipt holder (PHRH) assumes duties or outgoing PHRH departs (whichever is first). When inventory cannot be completed, a written request for an extension will be requested from the next higher command. A maximum of 2 extensions (15 days each) may be granted by the next higher commander, major United States Army reserve command, or State Adjutant General.

    b. Delegations of authority (Department of the Army [DA] Form 1687). Delegation of authority is a method used to multiply a commander's ability to accomplish specific tasks by authorizing designated Soldiers to perform actions delegated by the commander.

    c. Food records and signature cards (DA Form 577). Commanders need to verify that unit food records are accurate and update unit signature cards. Food records give a snapshot of the subsistence program and the quantities of food. Updated signature cards, with a copy of the assumption of command, authorize key personnel to act for the commander to support the unit and Soldiers.

    d. Review of the unit's CSDP records. Commanders need to review CSDP records for accuracy, timeliness, and correction of deficiencies. Commanders should also keep on file all inventories to include monthly, quarterly, cyclic, prescribed load list, sensitive item, physical, serial number, key register, hazardous material, and previous unit logistic inspection results. These reports and findings can be used to identify logistical strengths and weaknesses within the unit.

    e. Unit funds and purchase accounts. Review each account and ensure the funds allocation is correct. Review past purchases, requests, and allotments for the unit and make necessary adjustments. Knowing what a unit spends

The CSDP is a compilation of existing regulatory requirements brought together for visibility purposes. It is directed at standardizing supply discipline throughout the Army. Also, the CSDP is meant to simplify command, supervisory, and managerial

responsibilities. Simplification is accomplished by outlining the various requirements for responsible personnel, by streamlining requirements, and formalizing follow-up procedures. Command emphasis is vital to the success of any CSDP. This handbook discusses the importance of CSDP to commanders and gives commanders the necessary tools to implement a CSDP. Further, it addresses the relationship between good logistical processes and operational achievements which are reached by stressing good supply discipline. Commanders must implement and enforce effective programs to ensure resources are being used without fraud, waste, or abuse. It outlines routine and scheduled tasks commanders must adhere to in order to develop, implement, and maintain an effective program.

Command Emphasis on the Command Supply Discipline Program: Why Is a Command Supply Discipline Program Important to a Commander?

The input of the company's senior leader, within a battalion or higher echelon, dictates how leaders and subordinates respond to requirements. In the absence of leadership, or CSDP emphasis, important requirements are left undone and result in wasted time and the depletion of dollars and resources. Commanders at all levels must enforce supply discipline to have a successful CSDP program. The following are considerations for commanders:

- The CDSP is a command responsibility. Commanders are required, by position, to ensure all government property within their command is properly used and maintained.

- A CSDP can assist in recognizing both superior and inferior performance regarding supply discipline. When administered properly, a CSDP can identify logistical problems and allows for timely corrective action.

- Commanders must ensure that supervisory, direct, and custodial responsibilities are carried out in accordance with Army Regulation (AR) 735-5, *Policies and Procedures for Property Accountability,* para 2-8.

- The CSDP helps standardize supply discipline and ensures compliance with DA supply policy and procedures.

- Army supply conservation is essential. Ensure the proper items and amounts are used to accomplish a task or mission.

- The CSDP is the commander's program and will be implemented using existing resources such as the local inspector general, supply and logistics officer, and logistic personnel within the unit's chain of command to conduct evaluations.

- Enforcement of supply discipline is accomplished through a combination of command emphasis, leadership, training, and administrative and disciplinary measures.

Command Emphasis on Accountability

Accountability is the proper tracking and record keeping of property, documents, and funds. Commanders are obligated to ensure the person keeping records of property, documents, or funds is in compliance with DA supply policy and

procedures. Command emphasis on accountability directly impacts unit readiness. Property accountability includes expendable, nonexpendable, durable, and locally purchased items. Accountability challenges have increased due to the current operational tempo. However, commanders and leaders must ensure the challenges are met by maintaining accountability.

Commanders must account for all property acquired by the Army, regardless of its source. This includes material purchased with the Army Purchase Card/Government Purchase Card and fabricated property. Commanders must ensure accounting is complete and accurate by conducting supervisory evaluations. (This checklist guide is located at AR 710-2, *Supply Policy Below the National Level,* Appendix B, table B-1.)

Accountability and responsibility carry specific duties. Financial liability can be assessed against any person who fails, through negligence or misconduct, to perform those duties, and where such failure is the proximate cause of a loss to the U.S. government in accordance with AR 735-5, para 2–9a.

Commanders must recognize that military discipline goes hand-in-hand with supply discipline. The commander has several tools available to use as a deterrent or for corrective action. Disciplinary measures include reprimands, adverse efficiency reports, and Uniform Code of Military Justice action. Corrective action can lead to positive reinforcements within local standing operating procedures, unit recognition, and unit awards.

Supply discipline starts at the lowest level by maintaining and enforcing equipment accountability and management of all classes of supplies. Irresponsible practices and behavior diminish combat power for all units and reduce the ability to sustain requirements on the battlefield.

Several key aspects of internal management controls requiring the commander's special attention include property accountability at the unit level, the property book office, the supply support activity, and shop supply list. Validation of these controls is required and can be accomplished by utilizing the CSDP.

Implementing Command Supply Discipline Program

The CSDP is a four-fold program addressing the following:

- Responsibility of commanders and supervisory personnel to instill supply discipline in their operations.

- Guidance for evaluating supply discipline.

- Feedback through command and technical channels for improving supply policy and for improving procedures to monitor supply discipline.

- Follow-up to ensure supply discipline is maintained.

Command Supply Discipline Program responsibilities and guidance

Responsibilities and guidance for the CSDP is covered by AR 710-2, para 1-10. Army Command/Army Service Component Command/Direct Reporting Unit and

equivalent commands must appoint a CSDP coordinator to ensure the CSDP is implemented by all subordinate elements. This command-level function oversees the program, provides recommended changes, and accounts for any uniqueness within the command. CSDP inspections are part of the organizational inspection program. Commanders should review the unit's CSDP results, look for positive trends to maintain, and create plans to improve negative trends.

Responsibilities and guidance for subordinate commanders include the following:

- Implement an aggressive CSDP using existing personnel and resources to avoid duplication or fragmentation of efforts.

- Provide the necessary emphasis to ensure the success of the CSDP to include annual officer professional development, noncommissioned officer development, and open unit forum.

- Appoint in writing a CSDP monitor to oversee the unit program. The CSDP monitor is the senior logistician to the commander in the headquarters.

- Recognize both superior and inferior performance regarding supply discipline.

- Use the results of CSDP evaluations to determine candidates for the Army Supply Excellence Award Program.

- Conduct prompt corrective action or commendatory comments as noted on evaluations and inspections.

Responsibilities and guidance for CSDP monitors include the following:

- Assist in establishing and using the commander's CSDP.

- Check subordinate units to ensure the commander's guidance for implementing CSDP is followed.

- Review the results of the evaluations to identify strengths and weaknesses throughout the command.

- Keep the commander informed on the status of the CSDP.

- Recommend what areas require increased command emphasis.

Responsibilities for company commanders, supervisors, and managers (supply sergeants) include the following:

- Become familiar with applicable regulatory requirements including the ones located in Appendix B of this handbook.

- Use the CSDP listing as a guide/checklist to routinely perform duties (AR 710-2).

- Report to the immediate higher headquarters any applicable requirements within the CSDP that cannot be completed.

- Ensure the strictest compliance with the CSDP. This includes but is not limited to the following:

    º All property belonging to, arriving in, or departing from the unit is accounted for, cared for, and safeguarded.

    º Required inventories are conducted within the prescribed time frames utilizing the most current supply catalog, training manual, or other applicable publication accounting for components. This will include cyclic, sensitive, and durable tools inventories according to DA Pamphlet 710-2-1, *Using Unit Supply System.*

    º Hand receipts are updated with the supporting property book office as directed.

    º All property is inventoried prior to change of hand receipt holder. During inventories, all property within the organization, to include property not accounted for on hand receipt, must be accounted for and must be reported to the appropriate property book office. During inventories, all registration/serial numbered items must be verified.

    º Proper receipt should be obtained for property turned in.

    º A report should be submitted to higher headquarters and the commander following the discovery of any loss of, damage to, or destruction of any government property.

    º Sub-hand receipt all property not directly under immediate control.

    º Sub-hand receipted property outside of the unit is in accordance with regulatory guidance throughout the unit supply section.

    º Anticipate and plan for materials needed in a timely manner.

    º Continue to teach subordinate supply discipline at all times.

Feedback

The following are essential components of feedback through proper channels:

- Keep the command informed daily about the current status of the CSDP.

- Report to higher headquarters any applicable requirements within the checklist that cannot be completed.

- Review the results of the CSDP evaluations in order to identify supply strengths and weakness throughout the command.

- The evaluated organization/activity will receive a copy of the findings from the CSDP evaluation from higher headquarters.

Follow-up

The following actions ensure the integrity of the CSDP:

- During the out-brief to the commander, the CSDP monitor will establish a suspense date for resolution of each discrepancy.

- In the case of repeat findings, the chain of command will be notified of the problem upon completion of the evaluation in order to reestablish compliance.

- The evaluator will also retain a copy of the evaluation and use it for follow-up on corrective actions during the next periodic evaluation.

Chapter 2

Property Accountability

Types of Property

All property (including historical artifacts, art, flags, organizational property, and associated items) acquired by the Army from any source—bought, scrounged, donated, and so forth—must be accounted for as prescribed by Department of the Army (DA) Pamphlet (Pam) 710-2-1, *Using Unit Supply System (Manual Procedures),* para 4-1. The accounting must be continuous from the time of acquisition until consumption or disposal of the property occurs. All Army property, except real property, is classified for property accounting purposes as expendable, durable, or nonexpendable.

Nonexpendable property is not consumed in use and retains its original identity during the period of use. This includes all nonconsumable major end items authorized by DA-recognized authorization documents (Army Regulation [AR] 71–32, *Force Development and Documentation—Consolidated Policies,* para 8–23). Nonexpendable property is managed by property book officers (PBOs).

Expendable property is consumed or loses its identity in use. It also includes items not consumed in use with a unit cost of less than $300 and is unclassified. Supply sergeants manage expendable property, but commanders have command supervision over the spending according to AR 735-5, *Policies and Procedures for Property Accountability,* para 7-4.

Durable property is not consumed during use, but does not require formal property book accountability. Its unique characteristics require control when issued to the user. Specific instructions on how to account for durable property are found in AR 735-5, para 7-7.

Assignment of Property

One of the most critical aspects of maintaining good supply discipline is assigning responsibility for equipment to users. By ensuring property is assigned and 100 percent accounted for, commanders increase their chance of maintaining supply discipline. The following are a few tools used to assign responsibility for property: property books, hand receipts, sub-hand receipts, temporary hand receipts, and equipment receipts.

Property book officer

The property book officer (PBO) accepts responsibility for the unit's property as prescribed in AR 710-2, *Supply Policy Below the National Level*. The PBO is responsible for assigning property on a primary hand receipt to a PHRH or commander.

Hand receipts

Hand receipts and sub-hand receipts are required whenever nonexpendable or durable items are issued (DA Pam 710-2-1, chapter 5, figure 5-1). The hand receipt lists the property that was issued. The signature of a person on a hand receipt establishes direct responsibility. Prepare separate hand receipts for installation and

organization property. Sub-hand receipts are used to assign property down to the user level. Supply sergeants are responsible for making sure all of the commander's equipment is signed for down to the user. Hand receipts and sub-hand receipts can be generated by using the computerized record-keeping system used in the supply room called the unit supply enhanced (USE) system. The USE system is derived from the property book-level record system called the property book use supply enhanced system. Specific procedures on preparing hand receipts can be found in DA Pam 710-2-1, para 5-1.

Commanders should review the reconciliation report and the commander's hand receipt in the USE system. These two reports will show what discrepancies are currently on the commander's entire hand receipt and also show what property isn't sub-hand receipted. The only items on the commander's hand receipt should be those items that have an active suspense such as receipt of new equipment, equipment that is being turned in, or equipment that has adjustment documents pending. (**Note:** U.S. Army Reserve [USAR] commanders should ensure annual equipment concentration site [ECS] and central storage facilities [CSF] hand receipts are updated.)

Commanders should request roles and permissions as the company commander in USE from the PBO as soon as possible. This is the only way the commander will be able to access critical reports and become familiarized with the system.

Temporary hand receipts are used to account for property that is loaned out for 30 days or less. A request for the USAR and Army National Guard (ARNG) to loan equipment to the active component must be initiated at Army command level and approved by the reserve component headquarters (DA Pam 710-2-1, para 5-4).

Equipment receipts

Equipment receipts are used to assign responsibility for property that is issued to the same person for brief recurring periods. Examples are the nuclear, biological, and chemical masks, individually assigned weapons, and radiological equipment issued for training. Specific instructions on preparing equipment receipts (DA Form 3749, *Equipment Receipt*) can be found in DA Pam 710-2-1, chapter 5, figure 5-5.

Inventories

Inventories are mandatory instruments used to assist commanders in their duties maintaining accurate accountability of property and sustaining supply discipline. The key inventories commanders need to conduct in order to maintain supply discipline are: change of PHRH (also known as change of command), annual/cyclic, and sensitive items. Other inventories are listed in DA Pam 710-2-1, chapter 9. Understanding the different inventory types and conducting them as required will allow commanders to keep track of their assigned property.

Change of PHRH or change of command inventory

Change of PHRH inventory is conducted when the hand receipt holder is replaced. All property listed on hand receipts will be inventoried by the incoming and outgoing PHRH. Thirty days are allotted to conduct the joint inventory. When the inventories cannot be completed in the allotted time, a request for extension must be made in writing to the next higher commander/supervisor (AR 710-2, para 2-12

and table 2-1 contain specific instructions). Conducting a meticulous change of command inventory will aid commanders in correcting discrepancies and boosting supply discipline. Commanders should always look for ways to reduce excess and shortages while performing inventories. When commanders have property that is not type authorization code 1 or 2, then the quantity on hand should also be the quantity authorized. This will reduce the amount of common table of allowances equipment that is being identified as either excess or short. (See Appendix C for helpful hints on conducting a successful change of command.)

Annual/Cyclic inventory

Annual inventory is a 100 percent inventory of all property assigned to the organization. (**Note:** For USAR, commanders should make an appointment at the supporting ECS and CSF to update hand receipts.) The officer responsible for the unit's property will ensure that this inventory is conducted according to DA Pam 710-2-1, para 9-6. A cyclic inventory may be performed in lieu of the annual officer inventory. When the cyclic inventory option is chosen, use one of the following procedures:

Cyclic Inventories	
Monthly	**10 Percent**
Quarterly	**25 Percent**
Semi-annually	**50 Percent**

Table 2. Cyclic inventory procedures

Annual/Cyclic inventories assist commanders in preserving supply discipline by capturing and correcting discrepancies early resulting in accurate accountability. Although commanders may designate a person to conduct the cyclic inventory, it is strongly encouraged that commanders be present during the inventories.

Sensitive items and other inventories

Sensitive items and unclassified controlled cryptographic items (CCI) will be inventoried quarterly. Explosives (ammunition), firearms, and hazardous items must be inventoried monthly. Sensitive items and CCI are identified with a controlled inventory item code of 1–6, 8–9, $, N, P, Q, R, or Y (night-vision devices, navigation systems, and global positioning systems). Conduct inventories according to DA Pam 710-2-1, para 9-9. Although commanders may designate a person to conduct the sensitive items inventories, it is strongly encouraged that commanders be present during the inventories. Sensitive items inventories are often the most stressful inventories for commanders so emphasis must be placed on attention to detail. The most vital point to remember when conducting sensitive items and CCI inventories is to physically account for items by serial number and report any discrepancies immediately to the PBO. All serial number discrepancies will be corrected according to AR 735-5. As with the other types of inventories, conducting thorough sensitive items inventories will play a key role in supply discipline.

Split hand receipt inventory

Commanders are required to split the organization's hand receipt for deployments. Equipment remaining at home station will be placed on a left behind equipment (LBE) hand receipt managed by the Army Sustainment Command (ASC). Commanders should not take this requirement lightly. Procedures for splitting hand receipts are provided by the supporting property book office. Commanders must put forth a good effort to identify nondeploying equipment. (**Note:** USAR and ARNG units do not laterally transfer LBE equipment to the ASC. For USAR, commanders should seek guidance from their higher headquarters to transfer equipment to a rear detachment. For the ARNG, commanders should refer to the unit mobilization data that will either guide units to transfer equipment to a rear detachment or to the United States Property Fiscal Office [USPFO].)

Deployment Accountability

Accounting for property before, during, and after deployment can be very challenging to commanders. Accounting for property during deployment is the same as when in garrison; however, there are some differences when accounting for theater provided equipment (TPE). When accounting for TPE, units must follow instructions in the TPE standing operating procedure (SOP) located online at <https://weblog.logsa.army.mil/SBE/Files/TPB_SOP_2_MAR_08.pdf>.

Army Sustainment Command

The ASC plays a large role assisting commanders maintain good supply discipline for LBE. For active duty units, ASC government employees and contractors are subject to following the same regulations dealing with property accountability listed in Appendix B of AR 710-2. Commanders, PBOs, and supply sergeants must communicate constantly with the ASC to retain status of the LBE. The ASC will conduct a joint inventory of all equipment inducted into the LBE program. Equipment will be inventoried by major item and its components. During the turn in of equipment, commanders and ASC hand receipt holders need to ensure all of the required components and shortages are noted. Units will receive equipment from the ASC in the same manner it was transferred to the ASC. More instructions on the use of component hand receipts and shortage annexes are in DA Pam 710-2-1. (**Note:** USAR and ARNG units will refer to local SOP for unique operating dynamics.)

Government Purchase Card

The Government Purchase Card (GPC) is used to make micro-purchases of supplies and services in accordance with the Federal Acquisition Regulation (FAR) which can be found online at: <http://www.arnet.gov/far/current/pdf/far.pdf>. The GPC is a payment tool for supplies or services in which the aggregate amount does not exceed $3,000 except for the following: (1) acquisitions of construction, $2,000; (2) acquisitions of services, $2,500; (3) acquisitions of supplies or services that, as determined by the head of the agency, are used to support a contingency operation or to facilitate defense against or recovery from nuclear, biological, chemical, and radiological attack as described in FAR 13.201(g)(1), $15,000 in the case of any contract to be awarded and performed, or purchase to be made, inside the United States, and $25,000 in the case of any contract awarded and performed or purchase made outside the United States. All purchases exceeding purchase limits require

formal contracts through the Directorate of Contracting. Commanders can maintain good supply discipline of the GPC by including an evaluation of the unit's cardholders in the Command Supply Discipline Program (CSDP) checklist. To ensure compliance, all units must have a copy of the installation GPC SOP on hand and a copy of the appointment memorandum on file from the Director of Contracting for the cardholders. Units should also develop an internal SOP for the GPC and make sure all cardholders are in compliance. Further guidance on the GPC can be found at <http://www.arnet.gov/far/current/pdf/far.pdf>.

Contracting

Contracts are applied when military support channels cannot provide the required support within the required time frame or do not have the capability to satisfy the request. Units must also use contracts for supplies and services that exceed the limits of the GPC. Contract requests begin with preparing a *Purchase Request and Commitment* (DA Form 3953). Due to the increase in ethics violations surrounding contracts, it is imperative that commanders understand when to use contracts and how they are resourced. As with the GPC, units should include contract evaluations in their CSDP checklist. It will keep commanders informed and can be used to intercept potential problems. Maintaining good supply discipline in reference to contracts will definitely pay great dividends to all units. Further information on preparing and managing contracts is in FAR 2.101. Figure 2 is an example of the basic flow for requesting supplies and services via contracts.
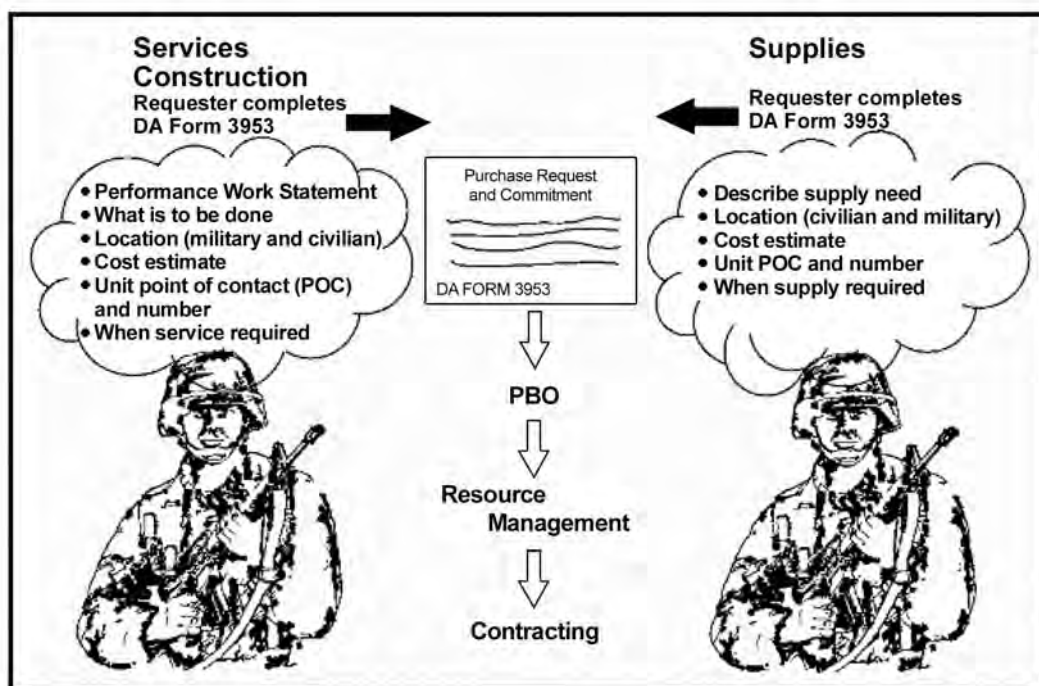

Figure 2. Requesting supplies and services via contracts. Note: Alternate to PBO is the supply and logistics officer.

Financial Liability Investigations of Property Loss

Financial liability investigations of property loss (FLIPL) document the circumstances concerning the loss, damage, or destruction (LDD) of government property. It serves as a supporting document for adjusting the property from accountable records. It also documents a financial liability charge assessed against an individual or entity, or provides relief from financial liability. The hand receipt holder, accountable officer, or the person with the most knowledge will initiate a financial liability investigation when negligence or willful misconduct is suspected, when an individual or entity does not admit liability, or when the item lost is a controlled item. A FLIPL includes LDD of government property that involves a change of the accountable officer's inventory and the outgoing accountable officer does not make voluntary payments for the full government property loss. It also includes LDD of government property, real property, and furnishings that exceed an individual's one-month pay. For additional guidance, see AR 735-5.

Chapter 3

Maintenance and Supply Readiness

Maintenance Readiness

Commanders should be familiar with the supply procedures to monitor an effective maintenance readiness program. Commanders must emphasize the importance of establishing and implementing effective maintenance and supply procedures in all elements of their equipment readiness. Commanders must ensure that unserviceable repairable items, critical items, intensively managed items, and automatic return items are returned to retrograde channels within the timeframes required within 10 working days (30 days for U.S. Army Reserve [USAR]) after receipt of the new item Army Regulation (AR) 710-2, *Supply Policy Below the National Level,* para 2-6.

Commanders use information on materiel and unit readiness reports to analyze, predict, and make decisions on each unit's ability to perform its mission. These reports are completed both during deployments and garrison operations and are useful only if they are timely, accurate, and complete. The materiel readiness of an organization reflects the capability of assigned equipment or systems to accomplish their missions. This is the reason for commanders and leaders to emphasize adherence to the maintenance standard.

Commanders must review the reconciliation report generated from the Standard Army Retail Supply System (SARSS) to manage their maintenance operations. The reconciliation report shows the balance between the SARSS-1 records and the customer open records. Commanders must review the reconciliation report monthly to ensure requisitions have a valid supply status according to AR 725-50, *Requisitioning, Receipt, and Issue System,* table C-31. The reconciliation report is generated monthly from the SARSS-1 system at the supporting supply support activity (SSA).

Accountable officers are required to have customer units validate and reconcile open supply requests each month, and quarterly in the Army National Guard (ARNG) and USAR (according to Department of the Army [DA] Pamphlet [Pam] 710-2-2, *Supply Support Activity Supply System: Manual Procedures,* para 19-1).

Unit leaders should visit the supporting SSA and review the status of the open, high-priority requests weekly.

Prescribe Load List/Shop Supply List Management

The shop supply list (SSL) is replacing the prescribe load list (PLL) through the Standard Army Maintenance System–Enhanced (SAMS-1E/2E). The SSL has the same goal as the PLL (i.e., demand supported, non-demand support), but not all repair parts stocked on an SSL are demand supported.

The SSL is kept to support a unit's daily maintenance operation. Units authorized personnel, tools, and equipment to perform field level maintenance will normally keep an SSL. The SSL operates under the Unit Level Logistic System–Ground/Aviation (ULLS-G/A). (**Note:** Refer to AR 710-2, para 2-21 and DA Pam 710-2-1, chapter 8, for more guidance on PLL management.)

Commanders need to ensure motor pools conduct the SSL review of demands and make adjustments based on supported requirements. The SSL consists of a set of essential Class IX (repair parts) assets stocked at the unit level and is designed to support critical and crucial end items reported to DA via the unit status report (USR) (AR 220-1, *Unit Status Reporting)*. Improper and untimely turn-ins of recoverable items can lessen the unit allocated funds and will affect the spending for future requirements. Furthermore, proper supply procedures enhance unit maintenance. It is vital for maintenance personnel to follow supply procedures and for commanders to implement tools that check and assess maintenance readiness.

Commanders must understand the automated SSL systems that perform and manage their shop supply. The functionality of ULLS-G/SAMS-E provides the management of the maintenance process and supply information of unit level supply, motor pool, and aviation units. Both systems enhance unit readiness by providing the capability to manage equipment use and track readiness. Commanders should ensure their PLL/SSL clerks are tasked to:

- Know what Class IX repair parts and quantities are authorized in the unit.

- Ensure stock locations and quantities on hand match PLL/SSL records.

- Track the issue of repair parts.

- Ensure all repair parts are secured and protected from damage.

- Ensure excess repair parts are turned in according to appropriate turn-in procedures.

- Ensure the commander or designated representative initials the commander's exception report for high priority requests.

- Reconcile the document register with the supporting SSA.

- Reconcile the commander's financial transaction listing with the document register.

- Understand the Army Maintenance Management Systems records and SSL function interface (DA Pam 750-3, *Soldiers' Guide for Field Maintenance Operations,* figure 3-1).

Supply Support Activity Management and Performance Standards

The Command Supply Discipline Program (CSDP) also concerns the management of Class IX assets at the SSA levels (AR 710-2). Proper accountability and availability of stocks at the SSAs play a vital role in the equipment readiness of the unit, in addition to providing the combat capabilities needed to fight and win. The management of SSAs includes but is not limited to: having the amount of supplies needed for deployment, monitoring of performance metrics, reviewing stocks, and conducting inventories.

As the Army transforms to a modular force, it cannot afford ineffective or inadequate inventories in deployed or garrison SSAs. The authorized stockage list (ASL) is the document authorizing units to maintain assets at the SSAs. Commanders will achieve authorization to stock the ASL's highly required items

that support the maintenance of required equipment. Effective ASLs have a great impact on combat readiness and capabilities. ASLs are built by conducting yearly reviews (more frequently if required or when in combat) while analyzing customer demands. The management of these assets is conducted by following routine, monthly, quarterly, and annual processes such as inventories and surveys.

The role of the SSA in sustaining readiness is measured in terms of effective customer support by ensuring the proper amount of supplies are on hand, timely customer requests and receipt processing, inventory accuracy, and deployment and mobility rates (see Table 3-1).

Measure	DA Goal	Table of Organization and Equipment SSA	Installation SSA	U.S. Property and Fiscal Office (USPFO)	General Support (GS) SSA	Mission Supply Support Activity (MSSA)	Medical Supply, Optical, and Maintenance (MEDSOM)	Other Table of Distribution and Allowances (TDA) SSA
Zero balance w/due outs	8%	X	X	X	X	X	X	X
Material release denial	1%	X	X	X	X	X	X	X
Inventory accuracy	95%	X	X	X	X	X	X	X
Receipt processing	24 hours	X	X	X	X	X	X	X
Request processing	24 hours	X	X	X	X	X	X	X
Daily cycles	Once per week day	X	X	X	X	X	X	X
Location survey	98%	X	X	X	X	X	X	X
Inventory adjustment	5% requisition objectives (RO) of dollar value	X	X	X	X	X	X	X

Table 3-1. SSA Performance Standards (AR 710-2, Table 1-3)

ASL inventories

Inventories are tools that prevent mismanagement of assets to help maintain accuracy of asset availability. There are three types of ASL inventories in the SSAs:

wall to wall, special, and scheduled cyclic. These requirements apply in garrison and in deployed environments. ASL location surveys are critical before an inventory by helping SSA personnel ensure locations and assigned assets are accurate and recorded in SARSS (see Table 3-2).

Special Inventory	Wall to Wall Inventory	Scheduled Cyclic
Causative research	Change of accountable officer	10% monthly
Location survey inaccuracy	Command annual requirement	Quarterly sensitive
Pseudo receipts	Prescribed	SSA open for business
Denials	Less desired	Minimum disruption in customer support
Directed	Closed up to 5 days and 10 days for USAR and ARNG	Minimum disruption in customer support
Continues high-priority support	Processing 01–03 priority report continues	Minimum disruption in customer support
Minimum customer disruption	Processing 01–03 priority report continues	Minimum disruption in customer support

Table 3-2. Inventory chart

ASL review process

The Army's mandatory method for computing the demands and stockage of ASL items is the integrated logistics program dollar cost banding (DCB). (Deployed units use the enhanced dollar cost banding system.) This method allows commanders and unit logisticians to analyze demands that will help decide additions or deletions of lines and increases or decreases of quantity adjustments to RO. DCB is a program for recommendations and is a tool to help managers create the optimum ASL for supporting unit mission and readiness. ASL reviews help optimize demand satisfaction, demand accommodation, and reduces customer wait times for critical parts/supplies.
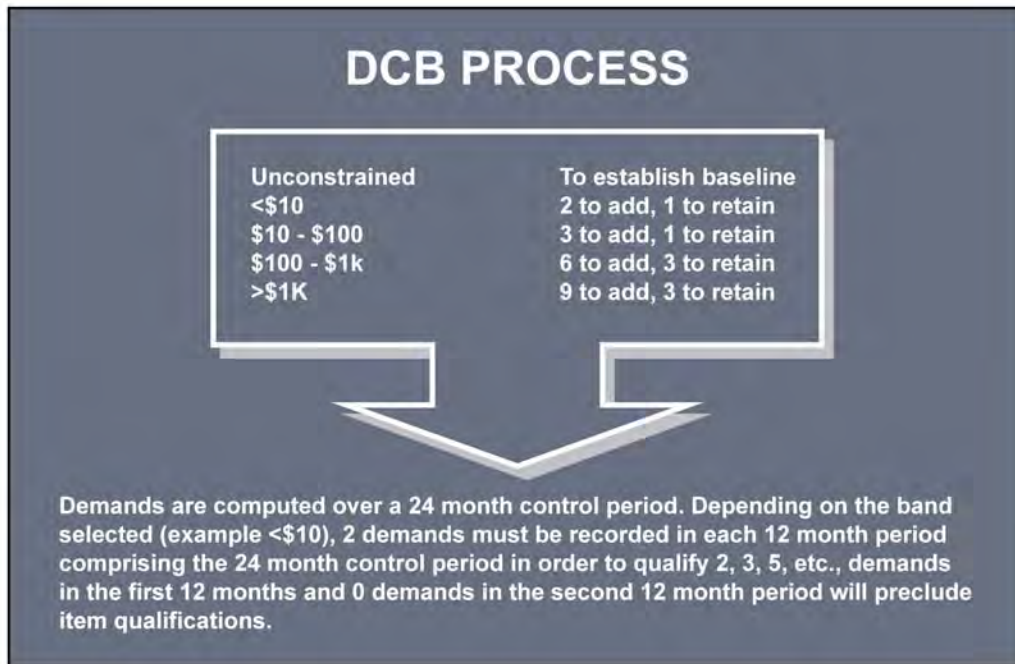
DCB PROCESS

Unconstrained	To establish baseline
<$10	2 to add, 1 to retain
$10 - $100	3 to add, 1 to retain
$100 - $1k	6 to add, 3 to retain
>$1K	9 to add, 3 to retain

Demands are computed over a 24 month control period. Depending on the band selected (example <$10), 2 demands must be recorded in each 12 month period comprising the 24 month control period in order to qualify 2, 3, 5, etc., demands in the first 12 months and 0 demands in the second 12 month period will preclude item qualifications.

Figure 3-3

Exchange Pricing

Exchange pricing is the business process of one-for-one credit policy for selected recoverable items (Class II [clothing, individual equipment, tools, and administrative supplies], Class VII [personal and demand items], and Class IX [repair parts]) contained in Defense Finance and Accounting Service–Indianapolis regulation, *Finance and Accounting Policy Implementation,* 37-1. Exchange pricing tracks and validates issues and turn-ins of all exchange pricing national stock numbers. Exchange pricing consists of four objectives:

- Establish customer's buy-one/return-one relationship.

- Establish a dual-pricing system.

- Eliminate unserviceable credit for tactical customers.

- Capitalize tactical repairable (direct support/repair exchange) SSA stocks.

Exchange pricing will track the issue of a serviceable national stock number (NSN) from the date the item is received at the SSA until the completion of either an unserviceable or serviceable turn-in. This is a critical part of the exchange pricing policy since a unit will have 60 days to turn in the item to the SSA. If units continue to use the current policy contained in AR 750-1, *Army Materiel Maintenance Policy,* chapter 4, they will have no issues meeting the 60-day suspense under the exchange pricing program, which is known as the Delta delay period. Failure to meet the 60-day suspense will result in a Delta bill, which will charge the unit full price for an item. Commanders need to ensure the following under exchange pricing:

- Turn-ins must match both Department of Defense activity address code/NSN in order to match the issue on the Delta delay period.

- The process matches customer issues against:

    ° Oldest inactive repairable turn-in.

    ° Oldest inactive condemned turn-in.

    ° Oldest active reparable turn-in.

    ° Oldest active condemned turn-in.

- The exchange pricing program takes into consideration the reversal of funds if there was a denial and a transaction was processed out of sequence.

- Unserviceable exchange pricing turn-ins will purge if there is no matching issue within 365 days.

Note: Exchange pricing information is located at <http://www.ssf.army.mil>.
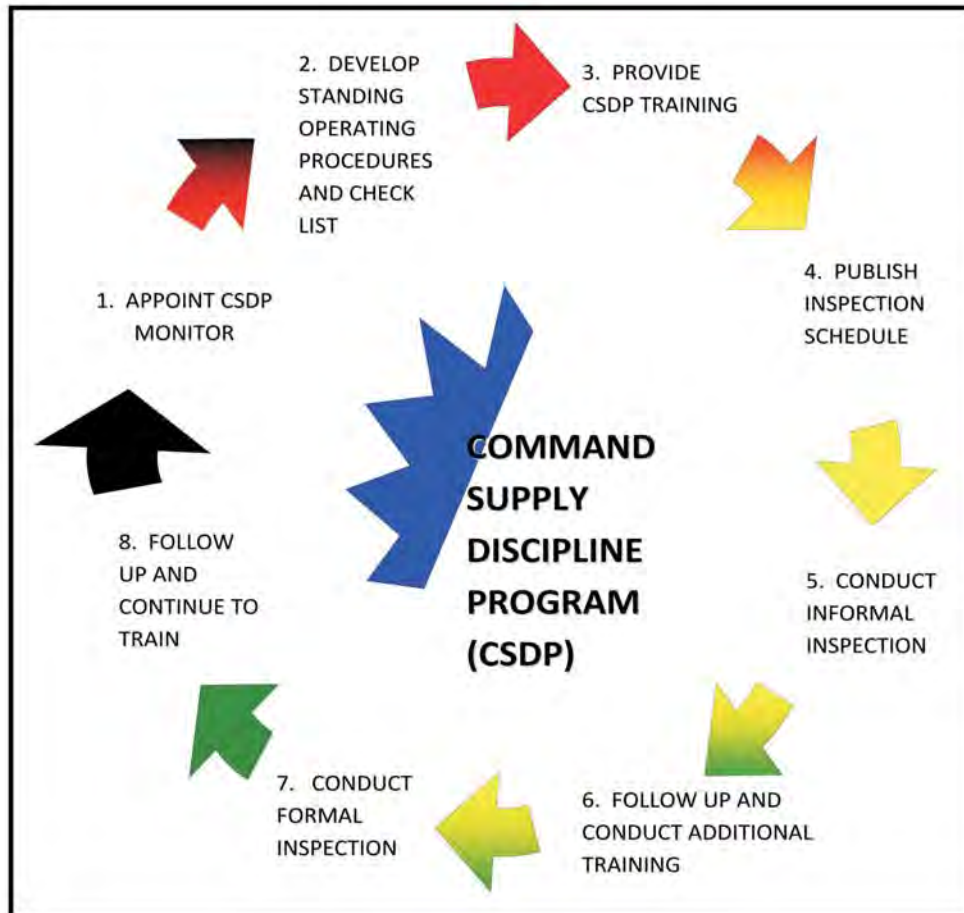
Appendix A

Pocket Guide

Figure A. Command supply discipline program flow chart

Appendix B

Financial Liability Investigations of Property Loss Procedures

The following are the procedures for financial liability investigations of property loss with and without an appointing authority/officer.

Investigation of Property Loss Time Segments With an Appointing Authority

Step 1—Investigation of property loss

Starts with the discovery of the loss and continues with the following:

- Preliminary search for the missing item(s).

- Identification of the missing, damaged, or destroyed item(s) using Army portion of the federal logistics record (FEDLOG).

- Gather dates and circumstances.

- Initiation of the investigation of property loss, Department of Defense (DD) Form 200, *Financial Liability Investigation of Property Loss.*

- Complete the narrative portion.

- Get document/voucher number assigned.

- Provide the investigation of property loss to the approving authority.

End of the initiation process:

- 15 days active Army

- 75 days Army Reserves (USAR)

- 45 days Army National Guard (ARNG)

Step 2—Investigation of property loss and investigation and recommendation

Starts after the document/voucher number is assigned by the Accountable Officer and the investigation of property loss is provided to the approving authority and continues with the following:

- Appoints an investigation officer if deemed necessary.

- Reviews the property records.

- Obtains statements.

- Ascertains the facts.

- Determines the proximate cause.

- Calculates the amount of loss.

- Makes recommendation.

- Notifies the individual(s) if financial liability is recommended.

- Considers respondent's rebuttal statement.

- Reviewed by appointing authority.

- Decision by the appointing authority.

- Provide to the approving authority.

End of the investigation and recommendation process:

- 40 days active Army

- 85 days USAR

- 75 days ARNG

Cumulative days:

- 55 days active Army

- 160 days USAR

- 120 days ARNG

Step 3—Investigation of property loss and adjudication process

Starts upon receipt of the investigation of the property loss by the approving authority, from the appointing authority and continues with the following:

- Assign the inquiry/investigation number by approving authority.

- Review by approving authority.

- Review by judge advocate general (JAG) (when assessment of financial liability is sought).

- Decision by the approving authority.
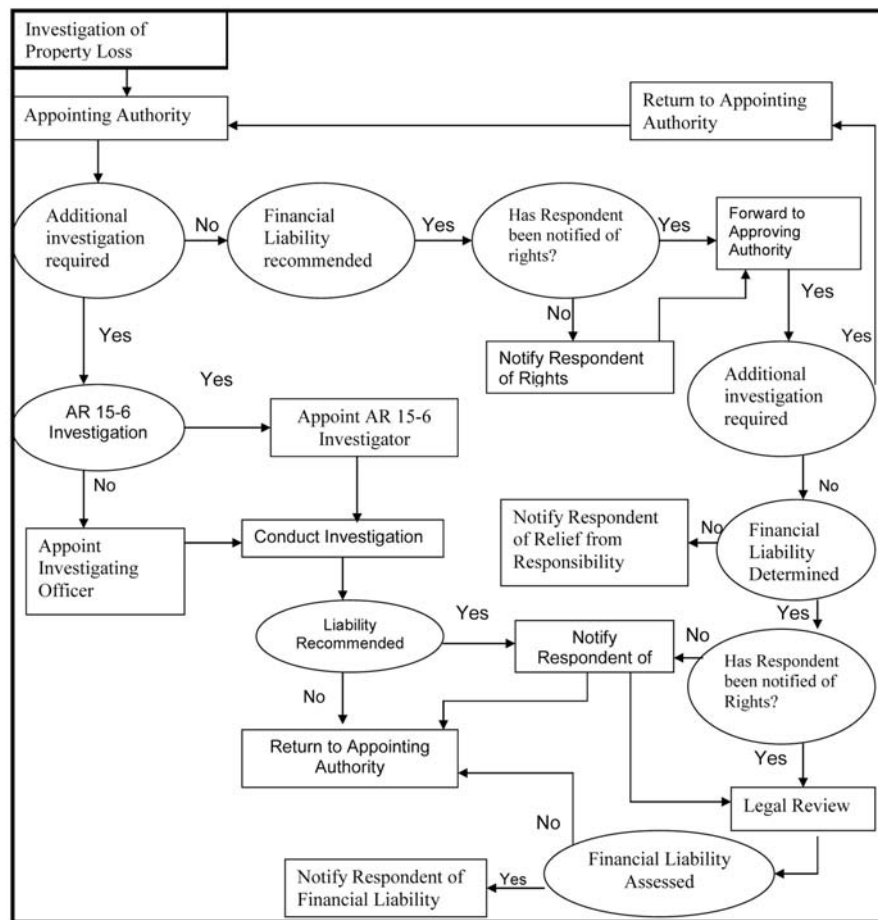
End of the adjudication process:

- 20 days active Army

- 80 days USAR

- 30 days ARNG

Cumulative days:

- 75 days active Army

- 240 days USAR

- 150 days ARNG

Step 4—Notify individual being charged

- 30 days active Army

- 30 days USAR

- 60 days ARNG

Legend:
AR: Army regulation

Figure B-1

Step 5—Provide to Finance and Accounting Office(r)/U.S. Fiscal and Property Officer for collection

1 day for active Army, USAR, and ARNG.

Note 1: Time used to notify the respondent of the investigating officer's recommendation to assess financial liability is not counted against the time constraints for step 2.

Note 2: Time used to notify the respondent of the approving authority's decision to assess financial liability is not counted against the time constraint in step 3.

Investigation of Property Loss Time Segments Without an Appointing Authority

Step 1—Investigation of property

Starts with the discovery of the loss and continues with the following:

- Conduct preliminary search for the missing item(s).

- Identification of the missing, damaged, or destroyed item(s) using Army portion of FEDLOG.

- Gather dates and circumstances.

- Initiate the investigation of property loss, DD Form 200, *Financial Liability Investigation of Property Loss.*

- Complete the narrative portion.

- Assign document/voucher number.

- Provide the investigation of property loss to the approving authority.

End of the initiation process:

- 15 days active Army

- 75 days USAR

- 45 days ARNG

Step 2—Investigation of property loss and investigation and recommendation

Starts after the document/voucher number is assigned by the accountable officer and the investigation of property loss is provided to the approving authority and continues with the following:

- Assign the inquiry/investigation number by the approving authority.

- Appoint an investigation officer if deemed necessary.

- Review the property records.

- Obtain statements.

- Ascertain the facts.

- Determine the proximate cause.

- Calculate the amount of loss.

- Make recommendation.

- Notify the individual(s) if financial liability is recommended.

- Consider respondent's rebuttal statement.

- Provide to the approving authority.

End of the investigation and recommendation process:

- 40 days active Army

- 85 days USAR

- 75 days ARNG

Cumulative days:

- 55 days active Army

- 160 days USAR

- 120 days ARNG

Step 3—Investigation of property loss and adjudication process

Starts upon receipt from the initiator or the investigating officer as appropriate and continues with the following:

- Review by approving authority.

- Review by JAG (when assessment of financial liability is sought).

- Decision by the approving authority.

End of the adjudication process:

- 20 days active Army
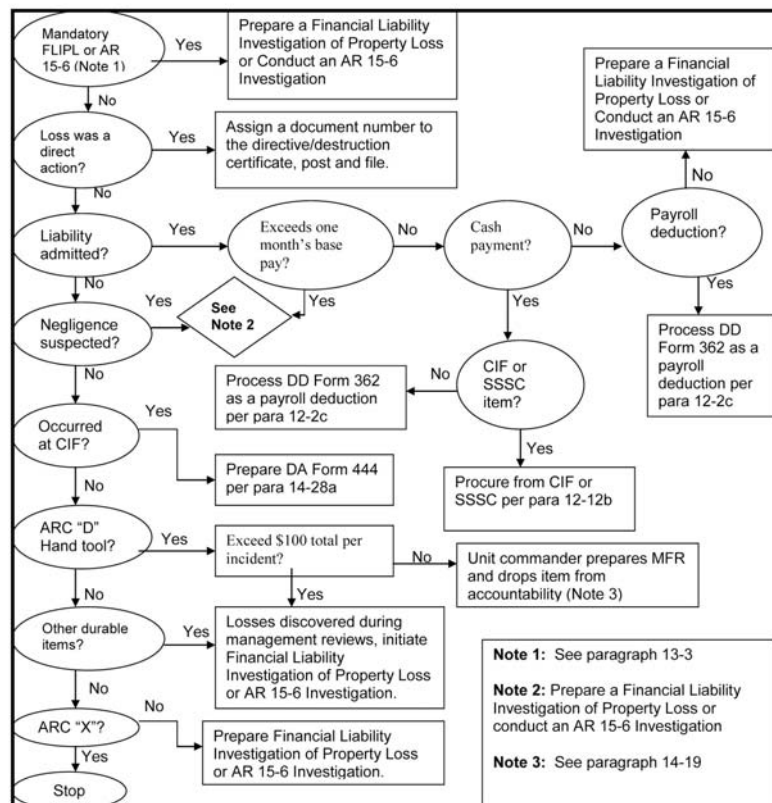
- 80 days USAR

- 30 days ARNG

Cumulative days:

- 75 days active Army

- 240 days USAR

- 150 days ARNG

Step 4—Notify individual being charged

30 days active Army

30 days USAR

60 days ARNG

Legend:
CIF: Central issue facility
ARC: Account(ing) requirements code
DA: Department of the Army
SSSC: Self-service supply center
MFR: Memorandum for record

Figure B-2

Step 5—Provide to Finance and Accounting Office(r)/U.S. Fiscal and Property Officer for collection

1 day for active Army, USAR, and ARNG.

Note 1: Time used to notify the respondent of the investigating officer's recommendation to assess financial liability is not counted against the time constraints for step 2.

Note 2: Time used to notify the respondent of the approving authority's decision to assess financial liability is not counted against the time constraint in step 3.

Appendix C

Change of Command Helpful Hints

Documents needed for the inventory:

- Authorization documents

    ° Unit modification table of organization and equipment

    ° Table of distribution allowances

    ° Common table of allowances

- Commander's primary hand receipts

- All sub-hand receipts, shortage annexes, and component hand receipts

- Supply catalogs and technical manuals for each type of equipment

Responsibilities include the following:

- Battalion commander

    ° Supervise change of command inventories according to Department of the Army (DA) Pamphlet (Pam) 710-2-1, *Using Unit Supply System (Manual Procedures),* para 9-3.

    ° Inform commanders of the change of command inventory policies.

    ° Provide both commanders with a letter of intent.

    ° Allow 30 days for the change of command inventory.

    ° Allow commanders to request extension, in writing, if needed.

    ° Allow time on his/her calendar for an in-brief as well as an out-brief with incoming and outgoing commanders.

    ° Halt subsequent property book transactions, if possible, until inventory is completed.

- Out-going commander

    ° Pick up the dated primary hand receipt from both the organization and installation property book officers (PBOs).

    ° Publish a day-to-day schedule of change of command inventory.

    ° Follow inventory schedule during the change of command.

    ° Ensure personnel and property are physically present during the inventory.

- ° Inventory smallest sections first to allow larger sections additional time to prepare.

- ° Initiate any relief documents according to Army Regulation (AR) 735-5, *Policies and Procedures for Property Accountability,* during the course of the inventory.

- ° Initiate any adjustment documents according to DA Pam 710-2-1, chapter 4.

- In-coming commander.

  - ° Review the authorization documents to become familiar with the required equipment. For additional guidance see supply sergeant, supply and logistics officer, and/or PBO.

  - ° Check required technical manuals and supply catalogs to verify which items have components.

  - ° Ensure publications for sets, kits, outfits, and tools are available during inventories.

  - ° Pick up shortage annexes for nonexpendable items from PBO.

  - ° Insist the inventories are conducted jointly with the outgoing commander.

  - ° Insist a disinterested officer be appointed on orders to represent the commander if he or she is not available.

  - ° Ensure that shortages are on a valid requisition.

  - ° Inventory like items at the same time.

  - ° Count only what can be seen and touched.

  - ° Check for serviceability of property.

  - ° Assume the items are missing and the outgoing commander is responsible for initiating relief documents in accordance with AR 735-5 if shortages are not properly documented.

  - ° Update DA Form 1687, *Notice of Delegation of Authority,* for all logistical support agencies such as the supply support activity and forward copies to the PBO.

  - ° Type a memorandum documenting the results of the change of command inventory and forward it to the battalion commander prior to assuming command.

- Supply sergeant

    - Prepare all signed sub-hand receipts and shortage annexes prior to inventories.

    - Immediately correct any changes to the hand/sub-hand receipts and short annexes discovered during the inventories.

    - Reconcile the commander's primary hand receipt and the user's sub-hand receipts.

    - Review all sub-hand receipts for completeness and validity (signed).

    - Ensure loaned property is recovered during inventories or made available for the incoming commander.

Phases following the change of command include the following:

- Follow-up phase.

    - Have the sub-hand receipt holders immediately sign for their property.

    - Match results of inventory against property records.

    - Ensure shortages for sets, kits, and outfits and basic individual issue are validated and placed on order.

    - Ensure the outgoing commander completes all adjustment and relief documents which were initiated during inventories.

    - Request disposition for turn-in of all excess equipment.

- Keeping well phase.

    - Conduct all required inventories: monthly sensitive items and cyclic. Commanders can develop short- and long-range calendars to assist in the planning phase of inventories.

    - Conduct command supply discipline evaluations and ensure all discrepancies are corrected according to Army regulations.

    - Enforce good supply economy and discipline standards.

Appendix D

Type Authorization Codes

The type of authorization code identifies the type of authorization for items recorded in the property book.

Code	Code Definition
1	Table of organization and equipment (TOE)/ modified table of organization and equipment (MTOE) authorization quantity.
2	Table of distribution and allowances (TDA)/Modified TDA (MTDA) authorization quantity.
3	Authorized by the common table of allowances (CTA).
4	Authorized reserve component units by TOE/MTOE/TDA but items are physically located at the equipment concentration site (ECS) or the maneuver/mobilization area training and equipment site (MATES).
5	Authorized stockage level.
6	Operational readiness float.
7	Maintenance exchange items.
8	Unauthorized item.
9	Authorized by Technical Manual (TM), Army Regulation (AR), or Department of the Army (DA)/army command (ACOM)/command letter of authorization.
B	Pending request for change of TOE/MTOE/TDA.
C	Awaiting disposition instructions.
D	Awaiting turn-in. Disposition instructions received.
E	Disposition instructions are on hold pending review by the financial management system (FMS), deployment excellence award (DEA).
F	Force mode/total package fielding. Equipment authorized is being pushed to unit under the total package fielding concept.
G	Left behind equipment (LBE). Equipment not deployed with unit.
H	Theater provided equipment (TPE) (Category 5). Property to be accounted for on U.S. Army Field Support Command (AFSC) property books.

Code	Code Definition
J	Operational need statement. An authorization by the Headquarters, DA operations and training (G3) chief of staff for units deploying.
K	Long term transfers. Property will be accounted for on TPE property books.

Note: Under normal circumstances, the time constraints for total financial liability investigations of property processing time is 75 calendar days for the active component, 240 calendar days for the U.S. Army Reserve, and 150 days for the Army National Guard.

Appendix E

References

Helpful references include the following:

Army Regulations

Army Regulation (AR) 15-6, *Procedures for Investigating Officers and Boards of Officers,* 2 October 2006 contains the procedures for conducting 15-6 investigations.

AR 710-2, *Inventory Supply Policy below the National Level,* 28 March 2008 contains the basic policy regulation for the all supply activities. It outlines regulatory guidelines for the property book office and the supply support activities.

AR 725-50, *Requisition, Receipt and Issue System,* 15 November 1995 is most often used to resolve questions about the requisitioning process.

AR 735-5, *Polices and Procedures for Property Accountability,* 28 February 2005 outlines the types of responsibilities and the difference between accountability and responsibility. However, supply personnel most often use it to prepare financial liability investigations of property loss.

AR 750-1, *Army Materiel Maintenance Policy,* 20 September 2007 covers Department of the Army policy for general maintenance operations, commodity oriented maintenance operations, and maintenance management systems.

Department of the Army Pamphlets

Department of the Army Pamphlet (DA Pam) 710-2-1, *Using Unit Supply System (Manual Procedures),* 31 December 1997.

DA Pam 710-2-2, *Supply Support Activity Procedures,* 30 September 1998 provides procedures to follow when conducting daily business with the supply support activity.

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